TENETS
Accurate & timely intelligence shared by all
Effective tactics and strategies
Rapid deployment of resources
Relentless follow-up and assessment

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Start date		04/01/2016			Timeline for Implementation											
Priority	Task #	Task Name	Process Owner	Current Status	1-May-16	1-Jun-16	1-Jul-16	1-Aug-16	1-Sep-16	1-Oct-16	1-Nov-16	1-Dec-16	1-Jan-17	1-Feb-17	1-Mar-17	1-Apr-17
iLab Blitz Actions	1	Generate Application Examples (ADA Compliant)	Long													
	2	Create "Acceptable ROW Standards" Policy Recommendation	Pettit	Done			x									
	3	Application Checklist	Pettit	Done		x										
	4	Customer Education Regarding New RSP Process (NBD / CC)	Denise	Not yet started, pending resolution of checklist				x								
	5	Administration / CC buy-in to new process	Moore	Initiate after completion of Checklist				x								
	6	Create Central Information Point (City Website)	Pettit	Done				x								
	7	Elimimate Conditional Approval	Law	Pending						x						
	8	CPD Review/Comment Process Efficiency	Anderson / Simpson	Discussing with PD personel			x									
	9	Develop RSP SOP Process/Manual	Denise	Started, pending revisions						x						
	10	Database Coordination (Share Drive / CAGIS)	Denise/Morgan	Done		x										
iLab Milestones	1	Collecting Fees (Online?)	DOTE / Law / Finance / ETS	Non-existent enforcement, pending review and application of CMC						x						
	2	Update Fee Structure	DOTE / Law	Pending discussion and decisions							x					
	3	Need Funding Resources for Appropriate Enforcement	DOTE	Enforcement is minimal, need clarification of efficiencies created by ilab							x					
	4	Clarify / Modify CMC	Travis	Need discussion and determination with DOTE/Law and approval from CC							x					
	5	Developing interface to attach Contracts to CAGIS	Denise/Raj	In process			x									
	6	Approve Policy Updates	Moore	Pending creation of policy recommendations by staff							x					
	7															
	8															
	9															
	10															
iLab Quick Hits Actions	1	Confirm CM signature Requirement	Denise	Done	x											
	2	Define Central Contact Person	Denise	Done	x											
	3															
	4															
	5															
	6															
	7															
	8															
	9															
	10															

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Revocable Street Privilege iLab Implementation Plan

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Safer Streets   **Growing Economy**   Thriving & Healthy Neighborhoods   Innovative Government   Fiscal Sustainability & Strategic Investment

Revocable Street Privilege Process Metrics	Current State Baseline (average per month)	Future State Estimate (average per month)	June	July	Aug
Process Performance Metrics					
# applications received	10	10	9	10	
# signed contracts	4	8	5	5	
# signed contracts / # applications x 100%	40%	80%	56%	50%	
# conditional approval	8	0	6	10	
# applications rejected	1	1	2	1	
# pending applications - with City	1	0	2	2	
# pending applications - with customer	2	0	3	3	
Avg days from application to signed contract	153	45	126	132	
Avg days from application to either conditional approval or rejection	39	25	33	33	
Avg days in pending status - With City	30	20	69	69	
Avg days in pending status - With customer	65	15	32	33	
Process Design Improvements					
Average # of re-work loops per month				4	6
# decision points	8	6	8	8	
# in-house databases used	2	0	2	2	

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Revocable Street Privilege iLab Impact Measures

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Permits Applied for and Issued
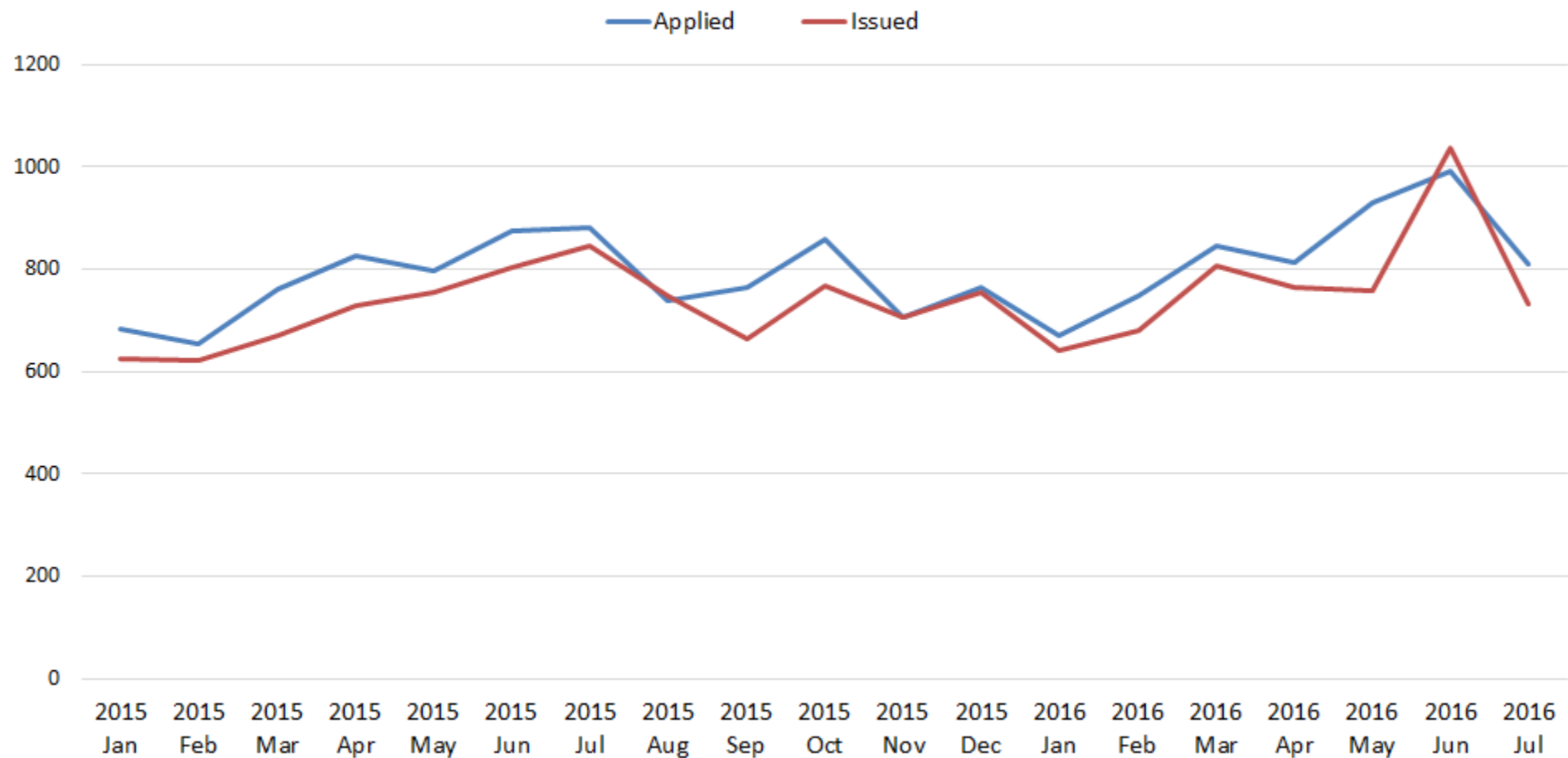
— Applied   — Issued

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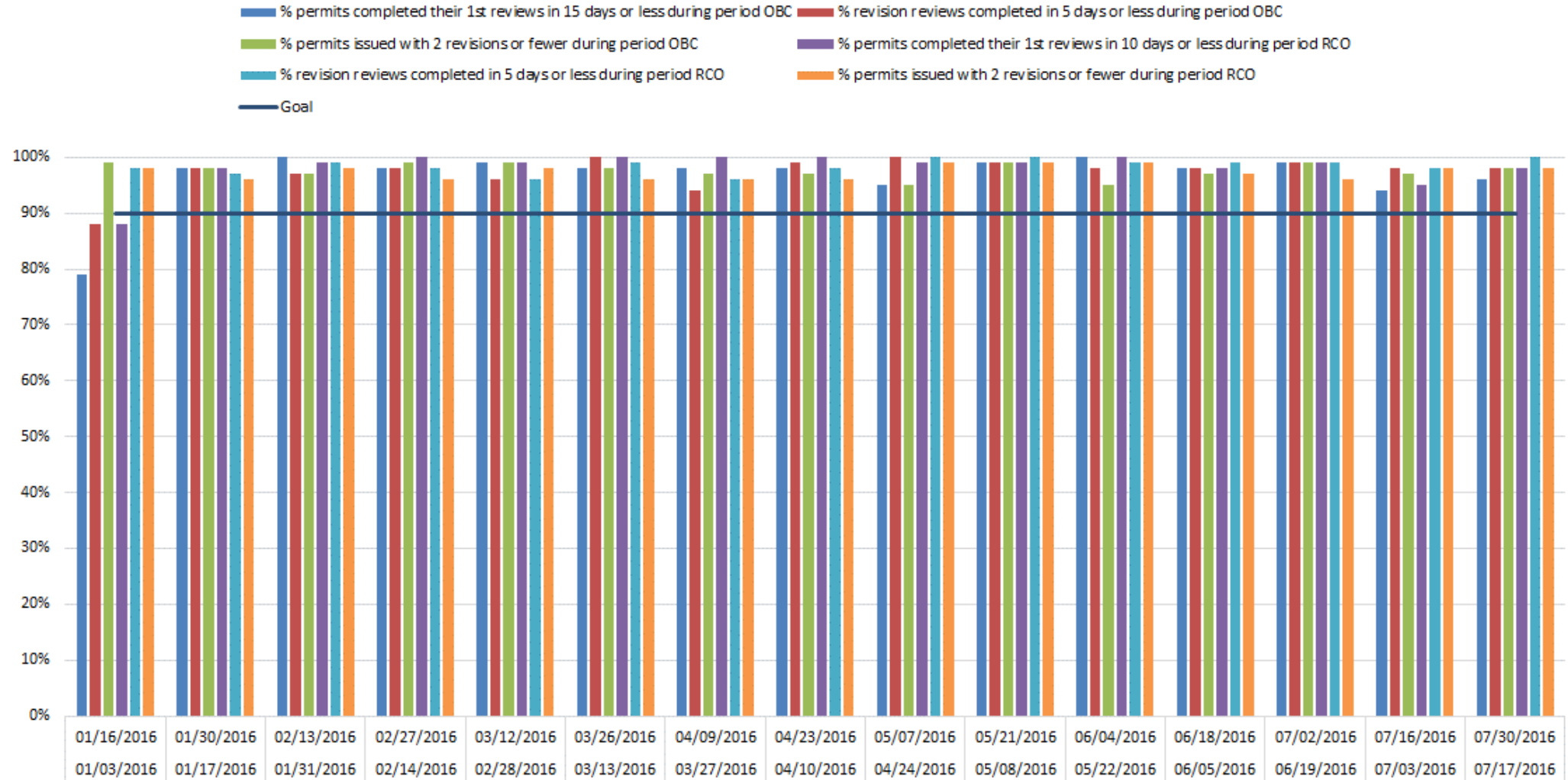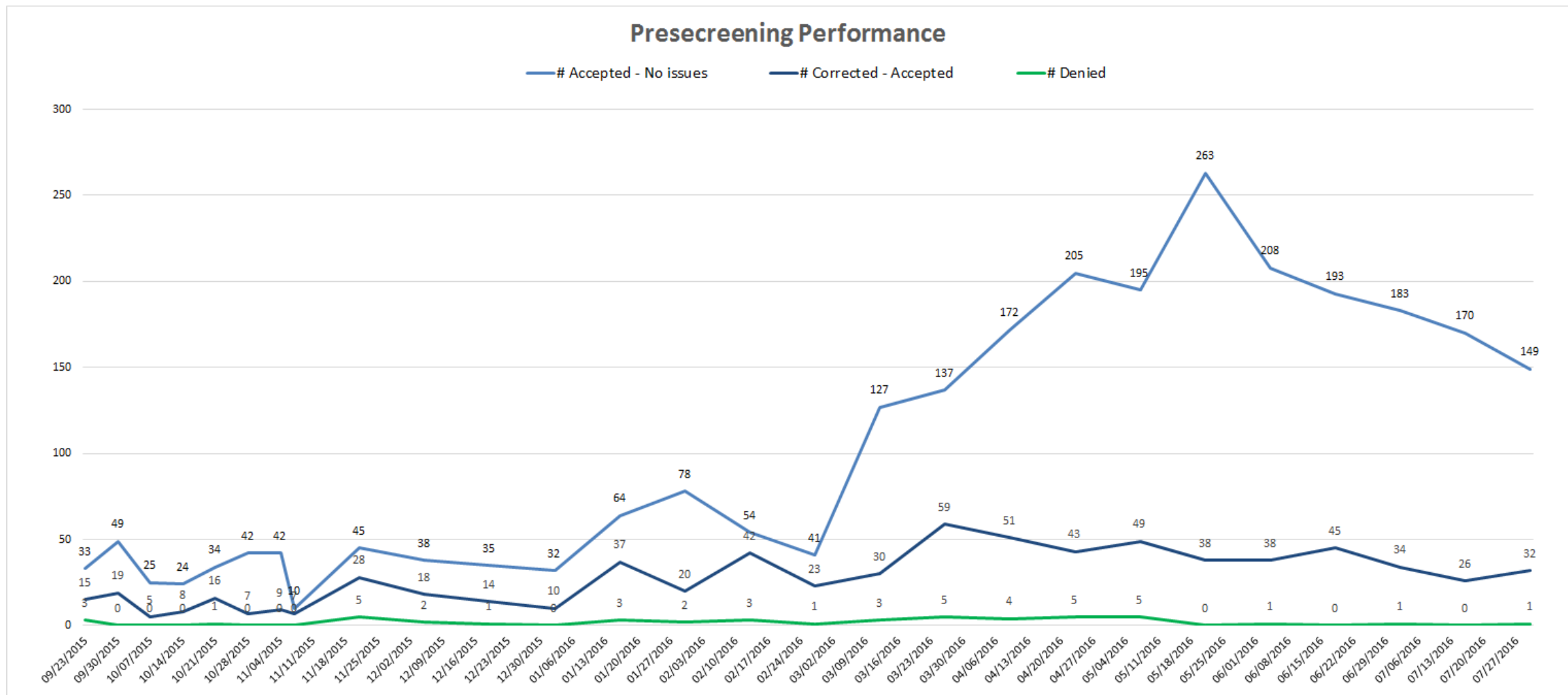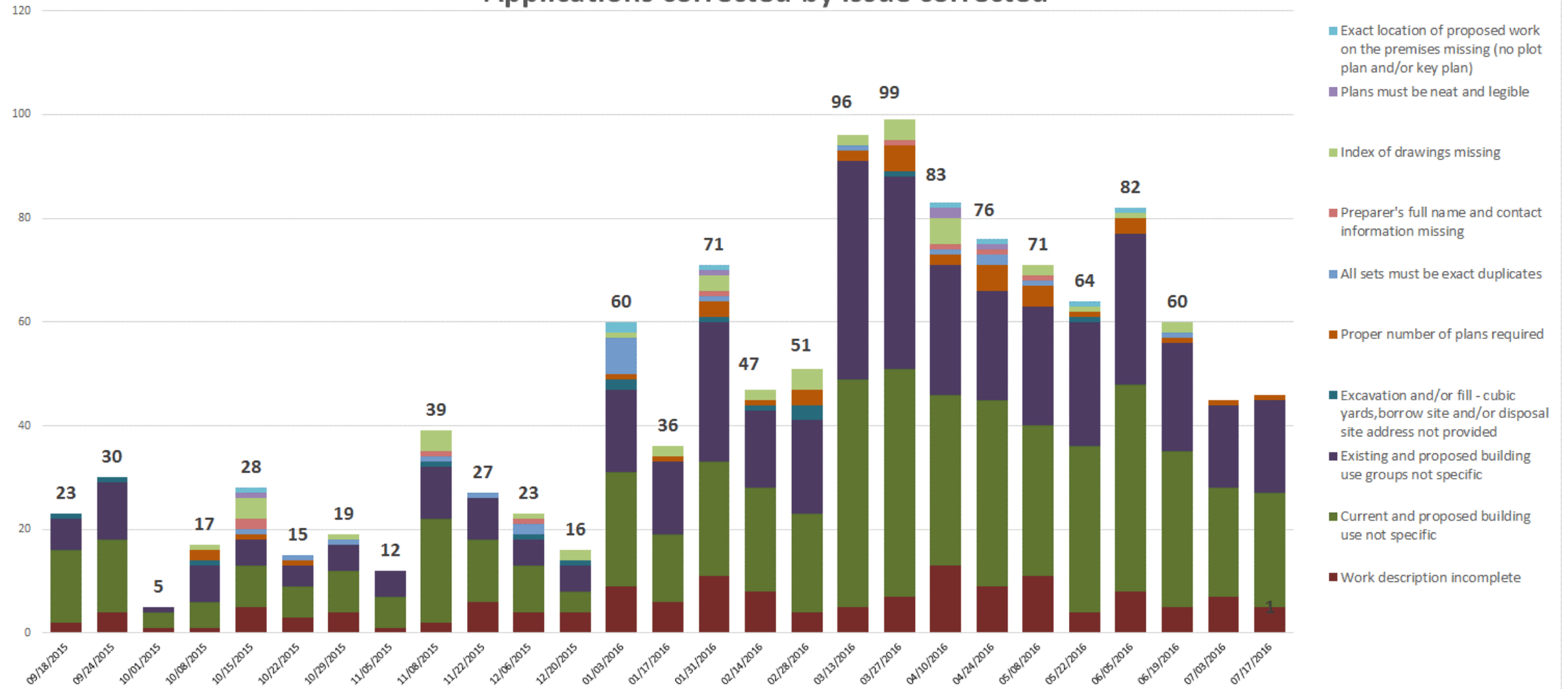Safer Streets   **Growing Economy**   Thriving & Healthy Neighborhoods   Innovative Government   Fiscal Sustainability & Strategic Investment

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Performance Goals

Presecreening Performance

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Safer Streets   Growing Economy   Thriving & Healthy Neighborhoods   Innovative Government   Fiscal Sustainability & Strategic Investment

Applications corrected by issue corrected

Legend:
- Exact location of proposed work on the premises missing (no plot plan and/or key plan)
- Plans must be neat and legible
- Index of drawings missing
- Preparer's full name and contact information missing
- All sets must be exact duplicates
- Proper number of plans required
- Excavation and/or fill - cubic yards, borrow site and/or disposal site address not provided
- Existing and proposed building use groups not specific
- Current and proposed building use not specific
- Work description incomplete

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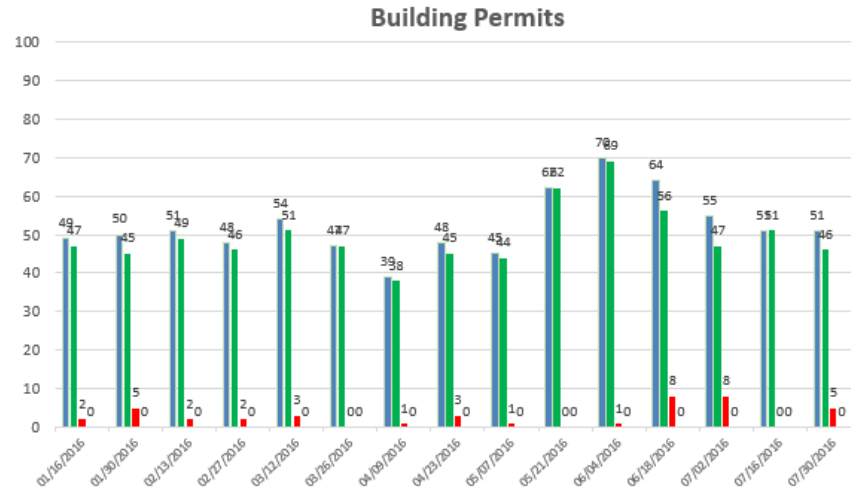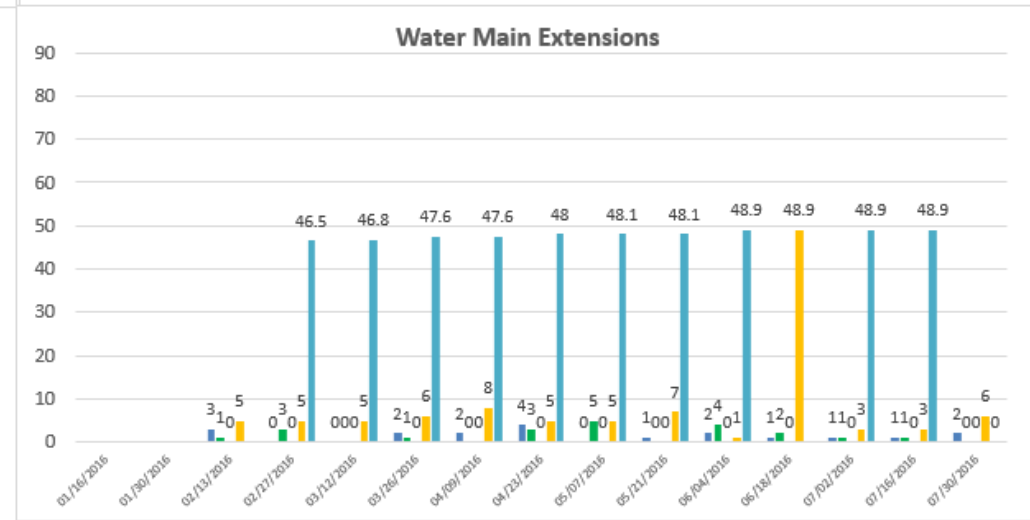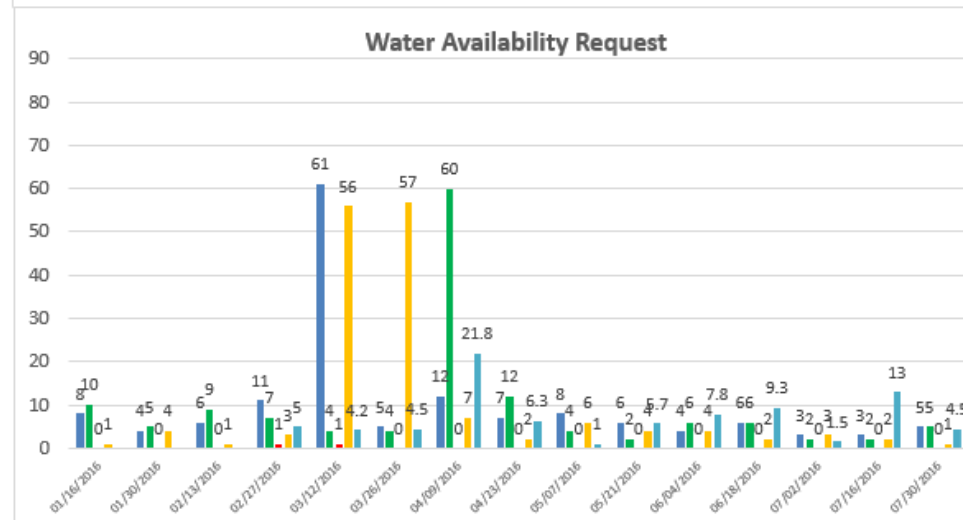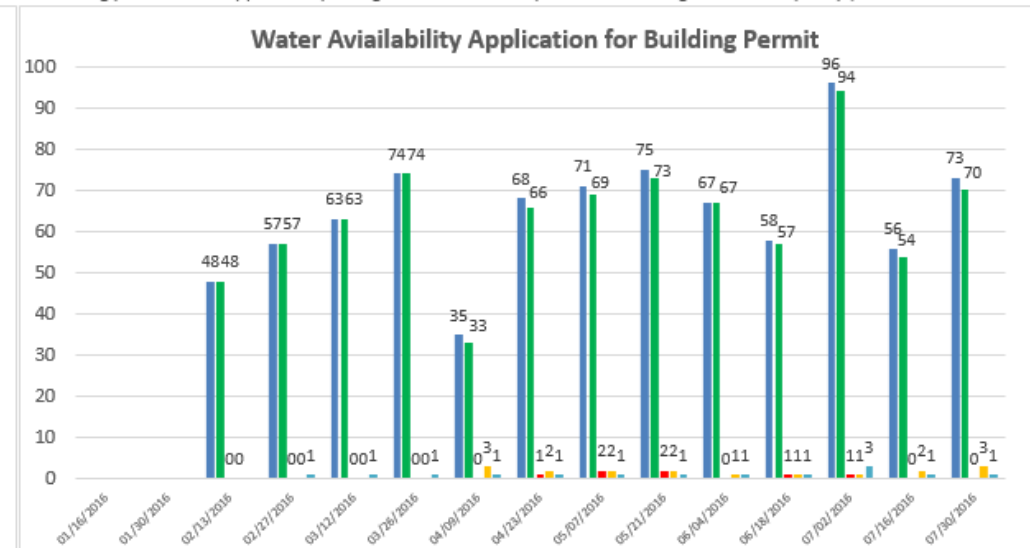Safer Streets   **Growing Economy**   Thriving & Healthy Neighborhoods   Innovative Government   Fiscal Sustainability & Strategic Investment

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FIRE

■ # applications received during period ■ # applications approved during period ■ # applications denied during period ■ # applications pending resolution at end of period ■ Average review time (in days)

Building Permits

Operational Permits

Underground & Above Ground Storage Permits

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MSD

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WATER

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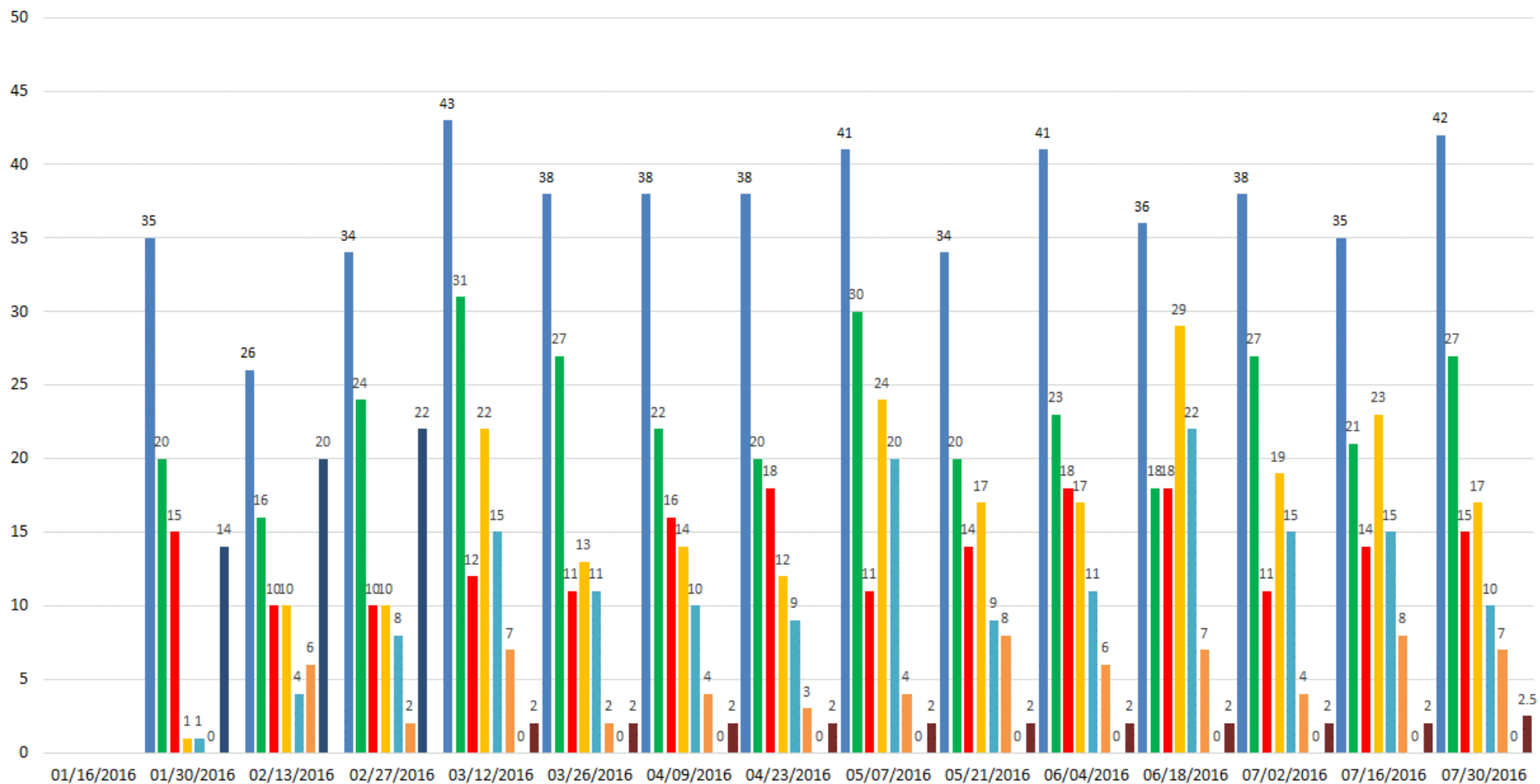Safer Streets   **Growing Economy**   Thriving & Healthy Neighborhoods   Innovative Government   Fiscal Sustainability & Strategic Investment

Building Permits Routed to Inspection Bureau, Inc.

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BOARDS

Zoning Hearings Examiner: Workload

Zoning Hearings Examiner: Processing Time

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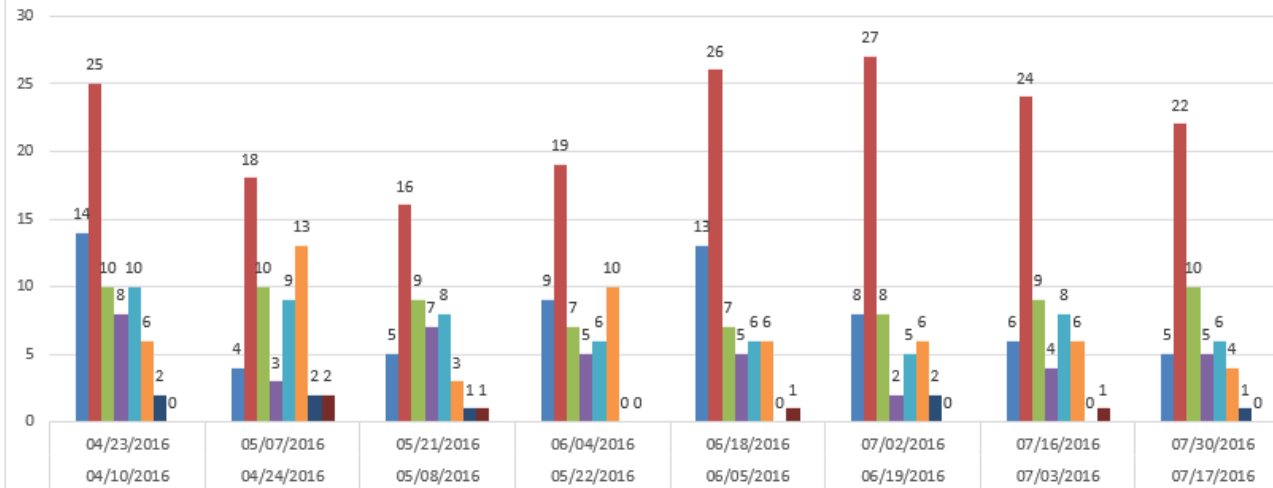Safer Streets   **Growing Economy**   Thriving & Healthy Neighborhoods   Innovative Government   Fiscal Sustainability & Strategic Investment
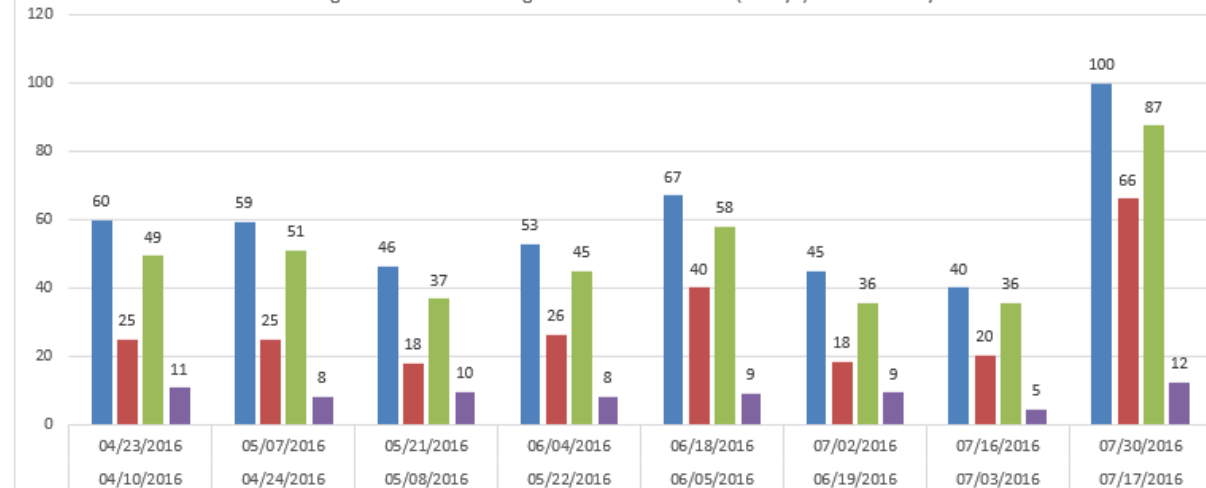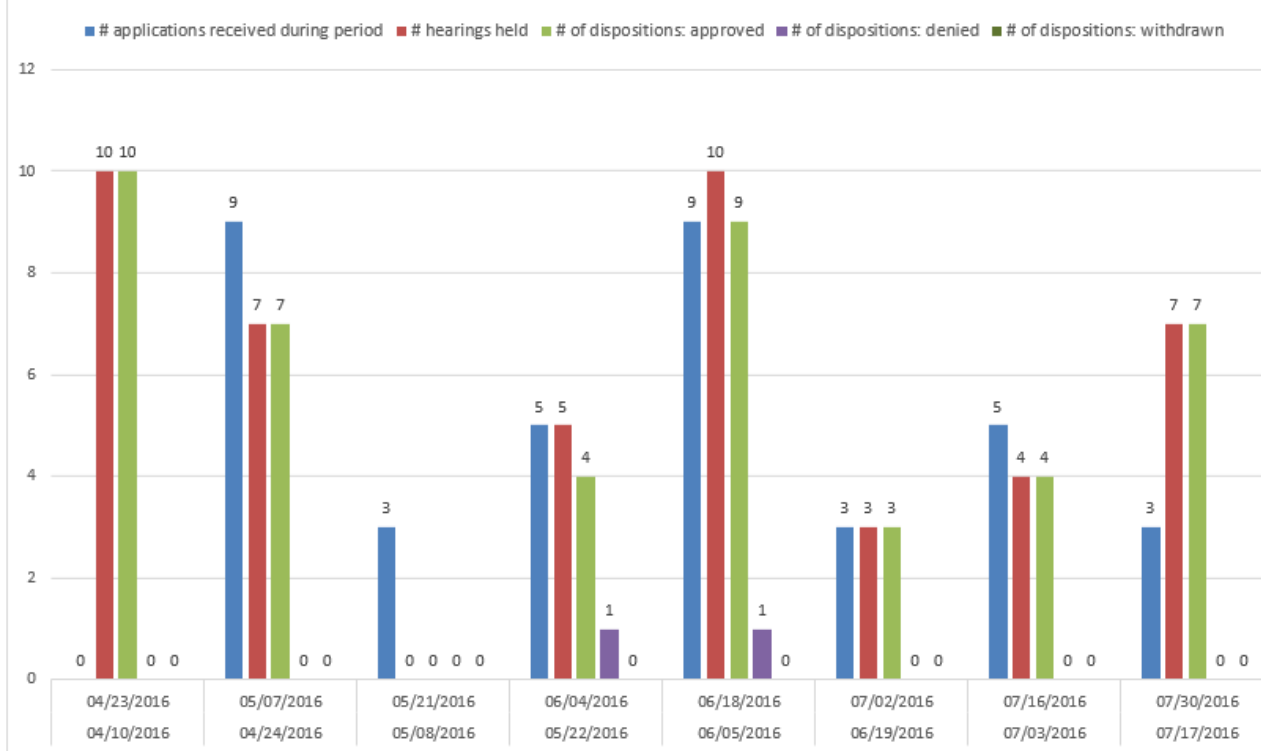
13

BOARDS

Historic Conservation Board Hearings: Workload

Legend:
- # applications received during period
- # hearings held
- # of dispositions: approved
- # of dispositions: denied
- # of dispositions: withdrawn

Period	# applications received	# hearings held	# approved	# denied	# withdrawn
04/10/2016 – 04/23/2016	0	10	10	0	0
04/24/2016 – 05/07/2016	9	7	7	0	0
05/08/2016 – 05/21/2016	3	0	0	0	0
05/22/2016 – 06/04/2016	5	5	4	1	0
06/05/2016 – 06/18/2016	9	10	9	1	0
06/19/2016 – 07/02/2016	3	3	3	0	0
07/03/2016 – 07/16/2016	5	4	4	0	0
07/17/2016 – 07/30/2016	3	7	7	0	0

Historic Conservation Board Hearings: Processing Time

Legend:
- Avg time between application date and decision date (in days): Goal is 63 days
- Avg time from application to submitted staff report (in days): Goals is 30 days
- Avg time between application date and hearing date (in days): Goal is 49 days
- Avg time between hearing date and decision date (in days): Goal is 14 days

Period	Avg app to decision	Avg app to hearing	Avg hearing to decision
04/10/2016 – 04/23/2016	54.55	45	9.55
04/24/2016 – 05/07/2016	51.57	42	9.57
05/08/2016 – 05/21/2016	53	43	8
05/22/2016 – 06/04/2016	50	41	9
06/05/2016 – 06/18/2016	56	42	14
06/19/2016 – 07/02/2016	49	40	9
07/03/2016 – 07/16/2016	59	45	14
07/17/2016 – 07/30/2016	74.2	56.6	17.6

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Safer Streets   **Growing Economy**   Thriving & Healthy Neighborhoods   Innovative Government   Fiscal Sustainability & Strategic Investment

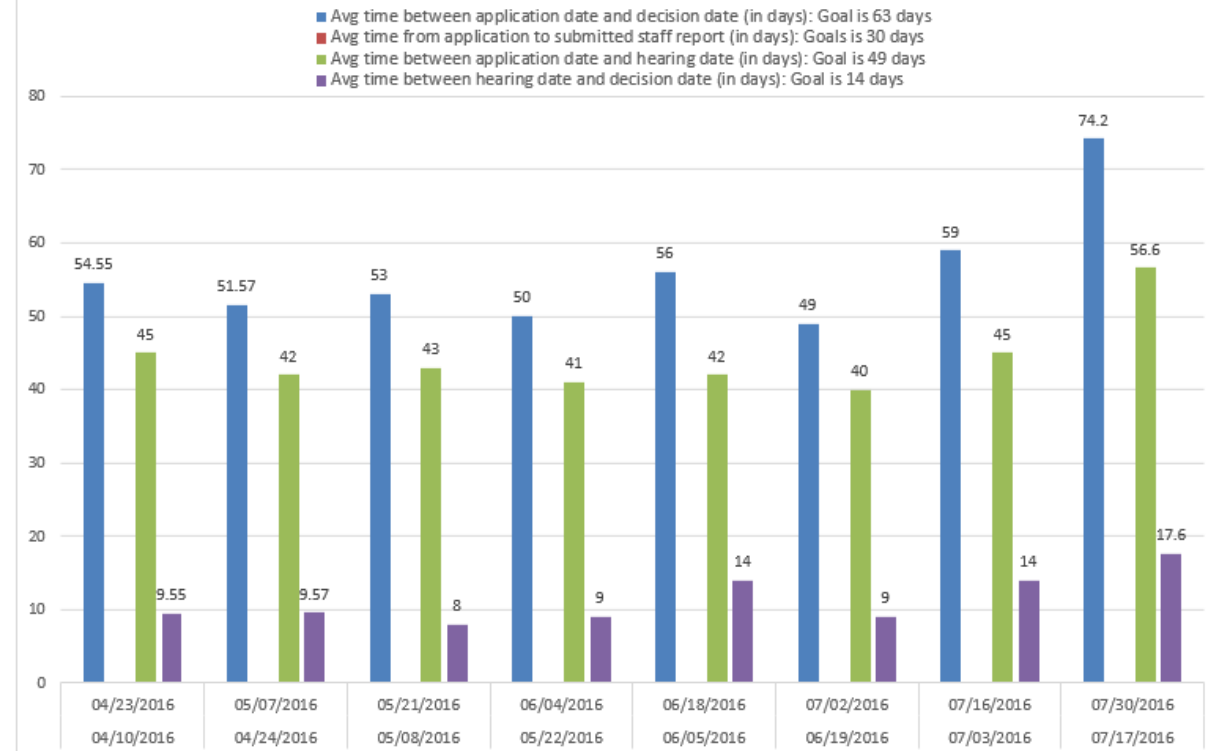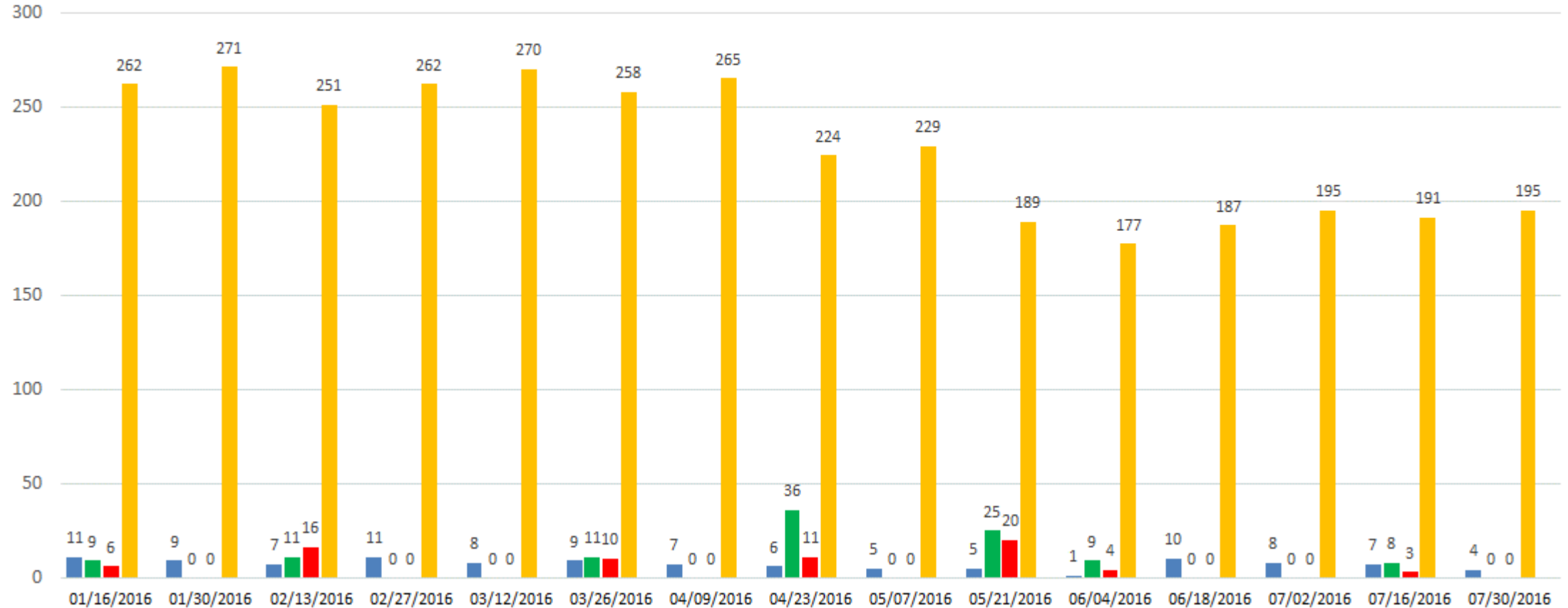14

Board of Housing Appeals Hearing

Legend:
- # of applications in the period (blue)
- # applications approved during period (green)
- # applications denied during period (red)
- # applications pending resolution at end of period (orange)
- Average review time (in days) (teal)

Date	# applications in period	# approved	# denied	# pending at end
01/16/2016	11	9	6	262
01/30/2016	9	0	0	271
02/13/2016	7	11	16	251
02/27/2016	11	0	0	262
03/12/2016	8	0	0	270
03/26/2016	9	11	10	258
04/09/2016	7	0	0	265
04/23/2016	6	36	11	224
05/07/2016	5	0	0	229
05/21/2016	5	25	20	189
06/04/2016	1	9	4	177
06/18/2016	10	0	0	187
07/02/2016	8	0	0	195
07/16/2016	7	8	3	191
07/30/2016	4	0	0	195

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ZONING

Improving Permit Processing Performance

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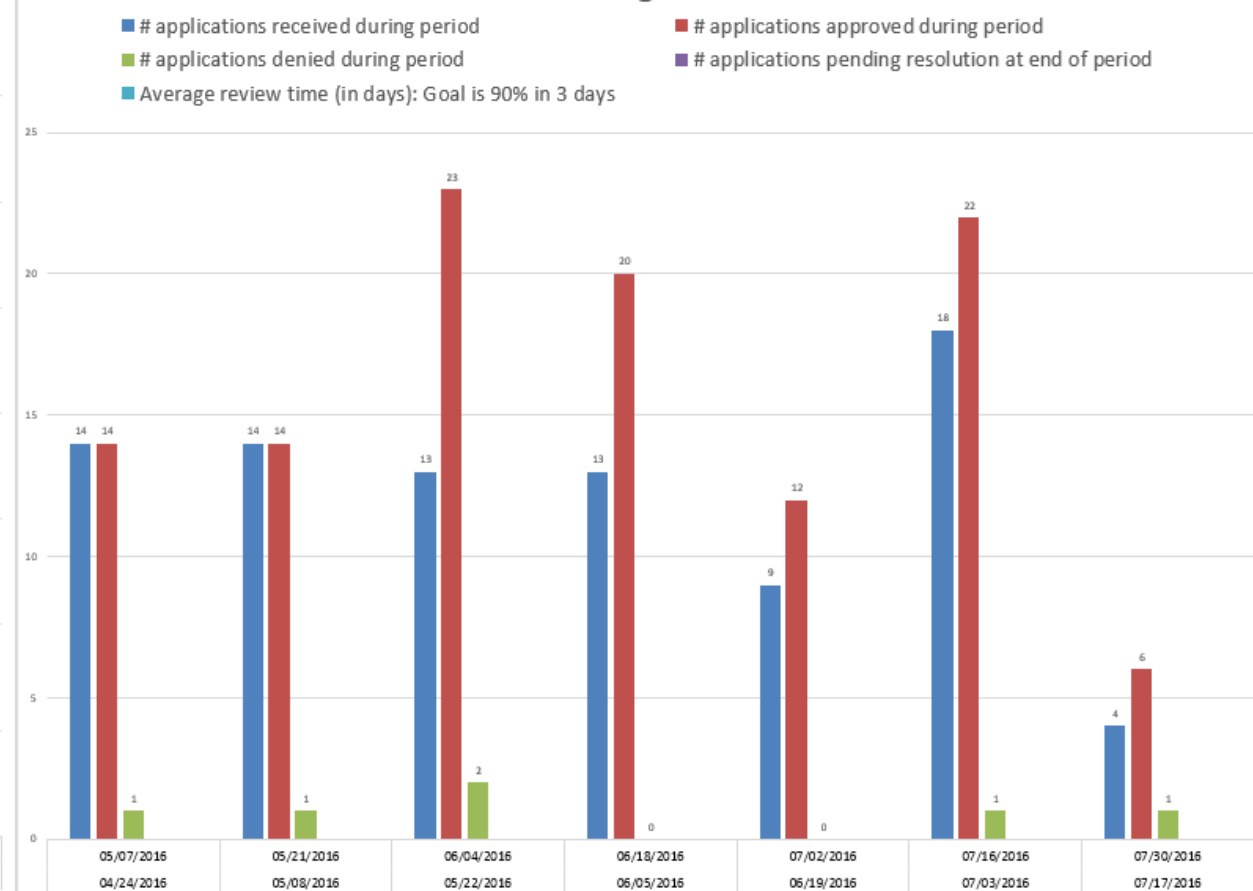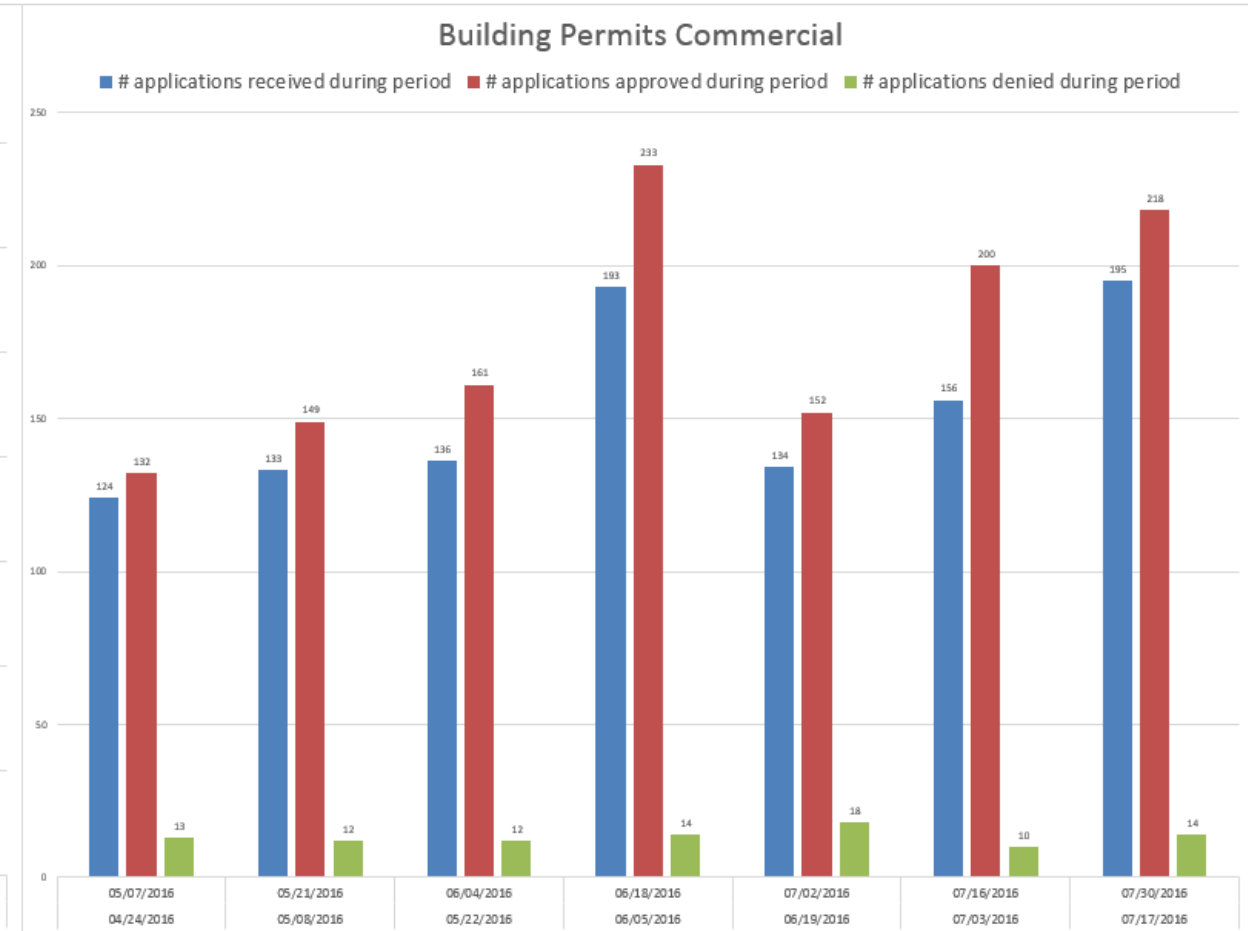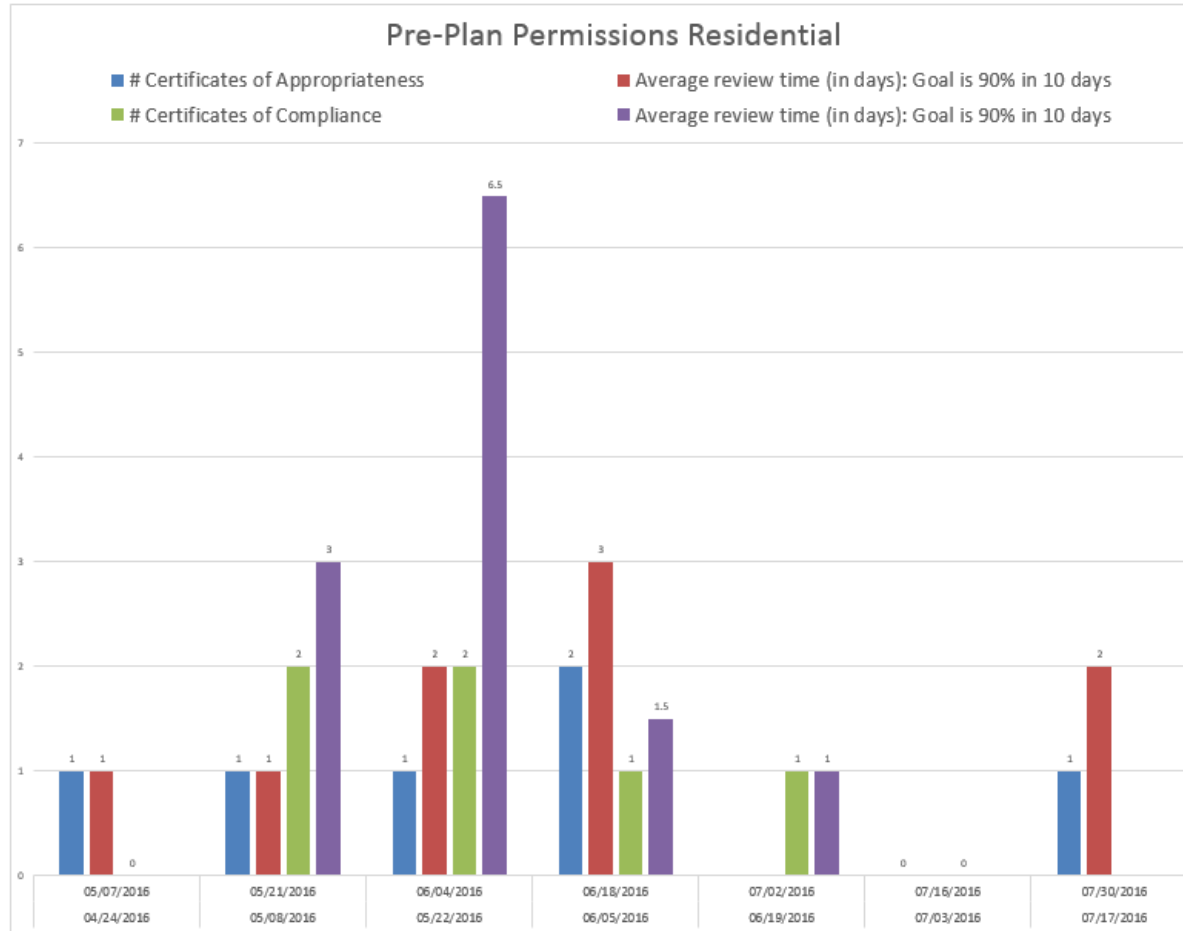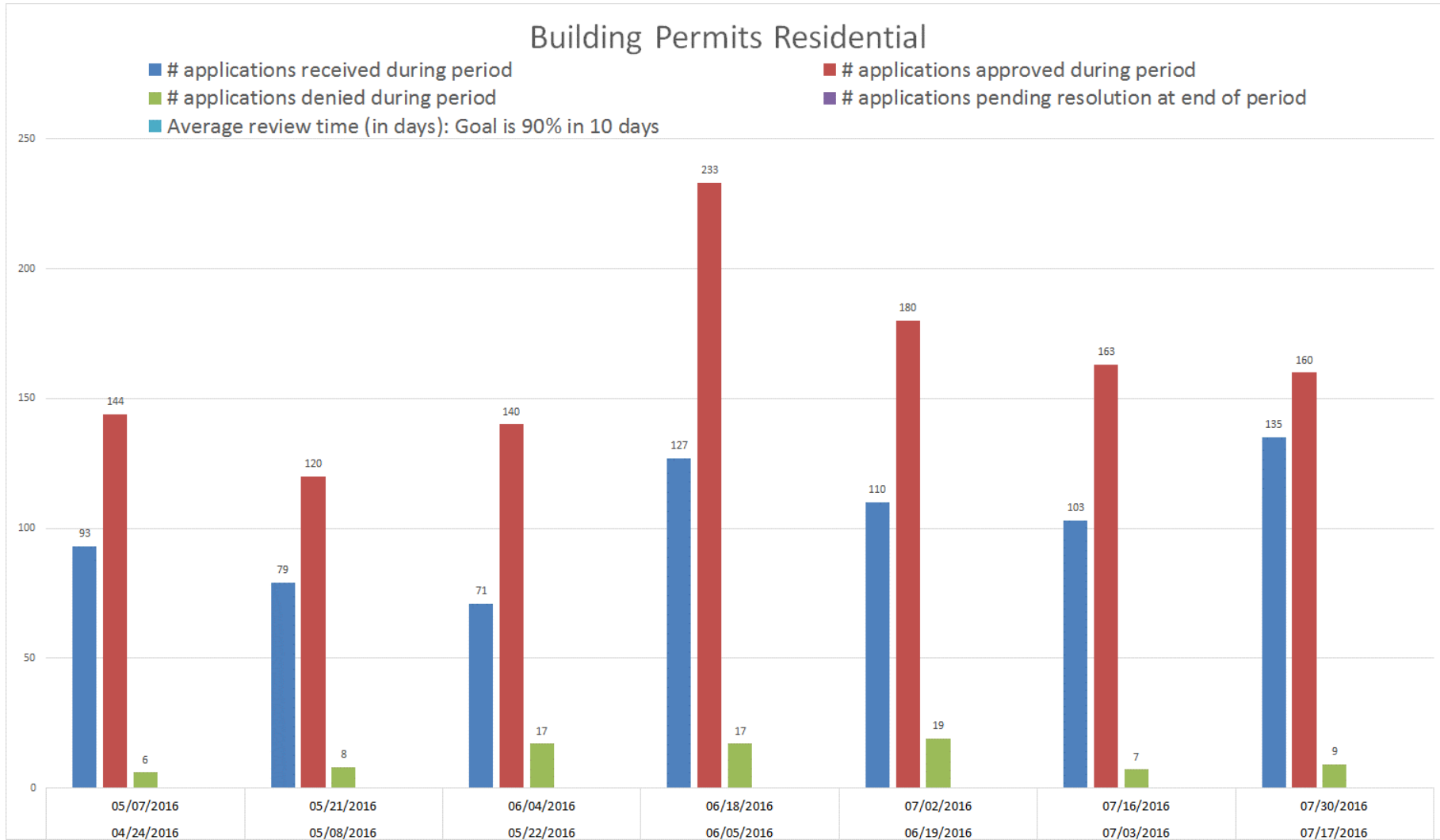
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ZONING

Pre-Plan Permissions Residential
- # Certificates of Appropriateness
- # Certificates of Compliance
- Average review time (in days): Goal is 90% in 10 days
- Average review time (in days): Goal is 90% in 10 days

Building Permits Commercial
- # applications received during period
- # applications approved during period
- # applications denied during period

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ZONING

Building Permits Residential

HEALTH

Improving Permit Processing Performance

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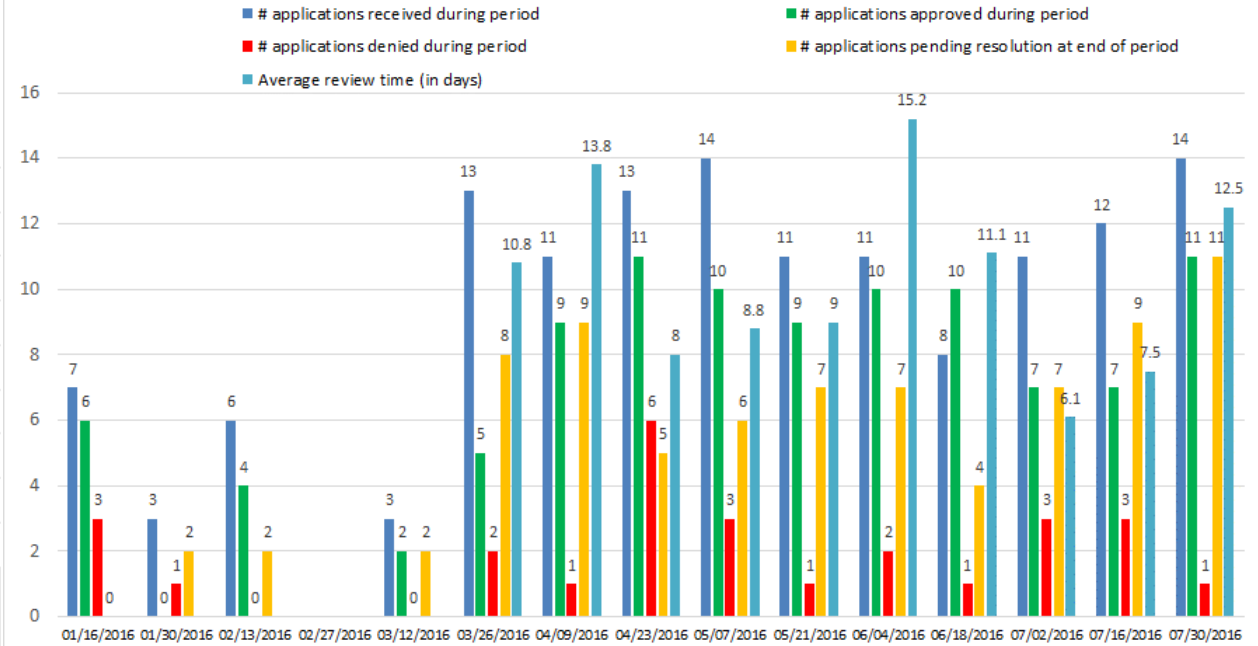
City Priority	Department Objective	Milestones for Success
Growing Economy	**Walk Through Plan Review Program.**	1) Approval of positions through 2017 budget 2) Recruit and hire walk thru plan examiner and small business facilitator 3) Develop the size and use limitations for the program 4) Identify the funding to make the physical changes necessary to the permit center to support the program 5) Design and implement the tracking and reporting changes to permits plus to support the program 6) Make physical changes to the permit center 7) Coordinate changes in the review process with other review agencies 8) Train staff (both new and existing) on the new process and procedures 9) Advertise the process to industry 10) Monitor performance
	Enhanced Pre-Development Process.	1) Participate in the planning process for university area to assist in concept development for a RRI program 2) Approval of positions in 2017 budget 3) Identify proposed neighborhoods for pilot program. Provide analysis to justify neighborhood selections. 4) Coordinate with Law Department on the development of a ordinance. 5) Design and implement tracking and reporting changes to permit plus to support the RRI program. 6) Work with facilities to modify the floor to accommodate the necessary work stations. 7) Recruit and hire authorized inspectors. 8) Develop FAQ's for the program. 9) Conduct outreach to affected neighborhoods and landlord associations. 10) Send notifications to property owners with FAQ's, applications, and self-inspection checklist. 11) Schedule all properties for inspection 12) Perform all required inspections 13) Evaluate baseline conditions from first year inspections to measure future success of the program. 14) Monitor property improvements and complaint levels.
Thriving & Healthy Neighborhoods	**Residential Rental Inspection Program (RII).**	- Create Draft Ordinance - Conduct outreach to effected neighborhoods, university, and landlord associations - Upon passage, send notifications to property owned with FAQ's, application, and self-inspection checklist - Hire authorized inspectors - Schedule all properties for inspection - Perform inspections - Estimate 2nd year staffing levels based on percentage of 4 year certificates issued
	Façade Safety Program.	- Create Draft Ordinance - Conduct outreach to building owners affected by the ordinance - Upon passage of enabling legislation, notify the owners of requirements, provide a Critical Façade Inspection Report template, instructions and FAQ on how to comply, conduct an informational seminar for those subject to the ordinance - Process the reports and façade safety applications - Conduct enforcement to ensure compliance with the provisions of the ordinance and necessary corrections to protect public safety
Innovative Government	**Quality Control Program.**	- Allocate resources to perform quality reviews for each section - Develop forms, by section, to document review findings - Meet with staff, by section, to walk through process - Develop process to randomly select review day for each employee per quarter - Develop template for post review discussion with employee - Develop quarterly assessment tool by section for refining training and procedures

	Focus on Performance Management to Improve Service Delivery.	- Participation in annual Performance Agreement process
		- Self-assessment and evaluation based on Performance Agreement
		- Participate in CincyStat sessions as requested
		  • Establish process for customer service feedback on permits
		  • Identify areas of duplication amongst other departments processes and integrate workflows into building permit process
		- Ensure representation in Innovation Lab events as needed and follow-up on recommendations relevant to the department

	Participation in Enterprise IT Governance.	- Provide an updated inventory of all IT systems - Department IT representation at IT Governance meetings as requested - Proactive communication and discussion with IT Governance regarding upcoming and planned IT purchases
Safer Streets	**Integration with Police Department's Violence Reduction Plan.**	- To the extent the department provides relevant services, the department will be expected to engage in supporting CPD's success

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Buildings & Inspections Performance Agreement

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TENETS

Accurate & timely intelligence shared by all
Effective tactics and strategies
Rapid deployment of resources
Relentless follow-up and assessment

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